

North Carolina Museums Council

National Leadership Grants

Abstract

PROJECT TITLE: The 100/100 Heritage and Cultural Tourism Project

The North Carolina Museums Council (NCMC) has joined in partnership with the Yadkin Pee Dee Lakes Project (YPLP) and the Heritage and Cultural Tourism Partnership of NC (HCTPNC), to develop "The 1000/100 North Carolina Heritage and Cultural Tourism Project." The long-term goal of the 1000/100 Project will be to create mutually beneficial working relationships between museums and other cultural and community organizations to develop and enhance cultural tourism in North Carolina, especially throughout the state's rural regions. In addition to museums, these cultural and community organizations will include arts organizations, historic sites, natural resource organizations, and other community development organizations.

Through a series of monthly training workshops held over three (3) years, NCMC, the Yadkin Pee Dee Lakes Project and the Heritage and Cultural Tourism Partnership of NC will work together to develop a broad, grass-roots network of one thousand trained leaders in heritage and cultural tourism throughout all one hundred counties of the state. These leaders will be equipped with the knowledge, skills, and a network of professional resources so that they may develop quality heritage and cultural tourism programs and projects in their communities, and improve marketing of existing resources. NCMC and its partners recognize that cultural tourism can best succeed when strong leaders across communities and regions engage in creative partnerships. Museums, in particular, have demonstrated a tremendous ability to cross geographic, cultural, and disciplinary boundaries as well as to forge close links with local communities. NCMC will act as the lead applicant for the proposed grant on behalf of the partnership. NCMC's member organizations will act as host sites for the project activities. The Heritage and Cultural Tourism Partnership of NC will develop sponsorship, assist in program planning, and the creation of program materials. The Yadkin Pee Dee Lakes Project will be the local community partner for Year I of the project and continue to develop the model for local community organization partnerships in Years 2 and 3.

The long-term goals of the 1000/100 Project will be (1) to create mutually beneficial working relationships between all 265 North Carolina Museum Council member organizations and other cultural and community organizations, and (2) to develop and enhance cultural tourism in North Carolina, especially throughout the state's rural regions. The project will accomplish this by creating a regionally adaptable model training program that will expand the role of museums as leaders in community-driven cultural and heritage tourism

PROPOSAL FOR 2002 NATIONAL LEADERSHIP GRANTS FOR MUSEUMS IN COMMUNITIES

SUMMARY

The North Carolina Museums Council (NCMC) has joined in partnership with the Yadkin Pee Dee Lakes Project (YPLP) and the Heritage and Cultural Tourism Partnership of NC (HCTPNC), to develop "The 1000/100 North Carolina Heritage and Cultural Tourism Project." The long-term goal of the 1000/100 Project will be to create mutually beneficial working relationships between museums and other cultural and community organizations to develop and enhance cultural tourism in North Carolina, especially throughout the state's rural regions. In addition to museums, these cultural and community organizations will include arts organizations, historic sites, natural resource organizations, and other community development organizations.

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NATIONAL IMPACT

Heritage and cultural tourism is travel that is motivated by the arts, history, and natural resources of a region. Travel and tourism is believed by many to be the world's largest industry, and cultural tourism is the fastest growing segment of the tourism industry with almost half of all US adult travelers including cultural arts, heritage or historic activities while on a trip. Last year, travel and tourism generated \$584 billion in the U.S., and 7.8 million jobs. The result was a \$173 billion US payroll, and over \$100 billion in tax revenues for federal, state and local governments. Travelers who visit historic places and museums or attend cultural events spend more and stay longer than other tourists, thereby having a greater economic impact than other forms of travel.¹

Heritage or cultural tourism has recently emerged as an important tool for economic development, particularly in rural areas. It actively involves and benefits local residents, cultural, historical, and natural resources institutions, and the travel and tourism industry. It is also a major means of preserving our state's heritage through linkages between natural resources, the arts, history and tourism. According to the White House Conference on Travel and Tourism,² an essential ingredient to successful cultural tourism development is education and training not only for tourism professionals, but also for the staffs of all cultural and natural resource organizations, as well as community and rural development staffs. Many community members have good ideas about what needs to be done to strengthen their local heritage resources, but lack essential skills and information that enable them to launch and sustain a successful project, or to successfully market an existing organization or site. These essential skills might include basic knowledge

such as grant writing, general fundraising, and marketing, and how to get help from existing resources to help solve a wide range of common problems (signage, developing and reaching a target market, tracking visitorship, cultural interpretation, etc.) Recognizing this need, the American Association of Museums has called on state museum councils including NCMC to provide heritage and cultural tourism training as a necessary skill for museums and other cultural organizations that depend on visitorship. These skills will allow museums and their staffs to provide valuable resources to other cultural organizations in their community and situate museums as leaders in community-driven cultural tourism-based economic development projects.

Partners in Tourism,³ a coalition of national and federal organizations has stressed that recent demographic trends and changes in travel provide an "extraordinary opportunity for cultural organizations to play a significant role in tourism -one of the nation's leading industries." The ability of museums to articulate major concepts and place important issues at the fore of public discourse provides an opportunity for museums to provide important leadership for effective, sustainable, community-oriented tourism models, as well as sound evaluation, development and management strategies for cultural tourism projects. Museums are already recognized by their communities as important educational organizations, have experience in fund raising and development, are on the receiving end of tourism inquiries, and often depend on tourism for revenues. At the national level, The American Association of Museums (AAM) has taken a lead role in promoting cultural tourism leadership forums and the creation of a national cultural tourism network with expanded research, and information to their constituents and to the travel industry. Through the development of the 1000/100 Heritage and Cultural Tourism Project, The North Carolina Museums Council and its partner organizations will expand this network to by creating effective and enduring community-level partnerships among a variety of organizations and individuals, and provide training in tourism product development, funding, marketing, and visitor services with a focus on preservation of cultural resources.

THE LOCAL NEED

Despite the significant economic benefits of heritage and cultural tourism for communities, areas of North Carolina, particularly in its rural sections, have not benefited from this economic impact although they are rich in historic, cultural and natural resources. Further, many areas that attract tourists often do not recognize the detrimental impact this growth is having on the very resources that are attracting tourists. Growth in tourism may jeopardize a site's integrity and authenticity, and many areas have not developed adequate infrastructure to cope with the growth. Museums can provide a community-respected intermediary between interesting, but unrecognized and poorly organized community cultural and heritage resources and the demanding tourism industry.

The 1000/100 project will target its first year pilot training program in an eleven-county, central region of North Carolina representing the seven counties of the Yadkin Pee Dee Lakes region (Anson, Stanley, Montgomery, Davidson, Randolph, Richmond and Rowan counties) as well as Moore, Forsyth, Guilford and Rockingham counties. The area has been steadily losing revenues from tobacco at the rate of some \$2.5 million in income per year through cuts in quotas as well as the closing of warehouses and manufacturing losses in Forsyth and Guilford counties. These counties are important because they are spread across three of the state's seven economic development zones, as well as across the North Carolina Department of Commerce's tier rankings of economic distress. (North Carolina's system for ranking economic distress has five levels with levels 1 and 2 being the most distressed counties. Richmond, Anson, and Montgomery counties are Tier 1 and 2 counties and Rockingham is a Tier 3 county.) These eleven counties include some of the state's poorest and most rural as well as more urban and more affluent counties. The counties range from 5.6% to 48% non-white with at least seven of

the eleven counties being above the North Carolina average child poverty rate. In terms of tourism economic impact, five of the counties rank in the bottom half for the state.⁴ An essential part of the 1000/100 Project will be to create collaborative partnerships between organizations and communities in these varying counties to develop high quality, sustainable tourism in the region that will benefit the region's economies and preserve community cultural heritage. Rural museums are often the primary cultural resources in their communities and act as chief stewards of community culture and traditions. Unfortunately, they are all too often isolated from major tourism venues and suffer scant visitorship. The 1000/100 Project seeks to organize and link these organizations with other cultural resource, natural resource, and community development projects to expand and enhance cultural and heritage tourism in the region. Recognizing this project as an essential step towards their goals of sustainable economic development through rural tourism for the region, the Yadkin Pee Dee Lakes Project has agreed to partner with NCMC and HCPTNC to help develop and facilitate the 1000/100 project.

ADAPTABILITY

A major benefit of the 1000/100 project is that it takes advantage of the over 265 North Carolina Museum Council member organizations scattered across all 100 counties in the state. Most are located within small towns and rural communities and are often quite isolated from major tourism venues. The project also builds upon the regional work of the Yadkin Pee Dee Lakes Project. YPLP is a regional sustainable development organization covering seven of the eleven central piedmont counties covered in this pilot project. The Yadkin Pee Dee Lakes Project approaches the development of heritage tourism as an important component of rural economic development, creating business opportunities for local entrepreneurs rather than recruitment of chain businesses with minimum wage jobs. Their approach, creating small businesses and developing the infrastructure for tourism, underscores the critical relationship between economic development and tourism. The YPLP area is comprised of numerous small communities that are working to develop museums, bicycle routes, music halls, downtown improvement programs, marketing brochures and festivals in an effort to improve rural incomes from tourism. Each of these projects and communities would benefit from the networking this leadership program will facilitate, broadening their understanding of how to approach their work in a more business-like way and exposure to skills and successful practices used by others. NCMC's partnership with a local economic development organization such as YPLP, provides an excellent opportunity to develop a partnership model with similar organizations as the 1000/100 Heritage and Cultural Tourism Project expands to other regions of the state.

Additionally, the Year One eleven-county pilot region provides an important model for the development of partnerships across counties and communities of varying economic rankings, as well as rural and urban communities. Three of the eleven counties are some of the most urban counties in the state, yet are neighbors to some of the poorest and most rural counties in the state. Despite the fact that tourists seldom pay attention to county geo-political boundaries, all too often communities and locally funded community organizations do. Though each of the seven economic development regions of the state are often quite different in terms of their cultural geography, they all share many of the same obstacles to quality cultural tourism development: lack of funding, lack of knowledgeable leadership, lack of political and community awareness, and different stakeholder agendas. The 1000/100 Project will provide a model for rural and urban, low wealth and higher wealth communities to work collaboratively across regions to develop and market cultural tourism projects. Museum partners will provide educational leadership that ensures preservation of cultural resources. NCMC will partner with Heritage and Cultural Tourism Partnership of North Carolina, a nonprofit organization with a statewide focus to developing heritage and cultural tourism, to ensure the development of a regional model with applicability to other regions of the state.

DESIGN

Identifying the needs

NCMC and its partners HCTPNC and YPLP designed the 1000/100 Heritage and Cultural Tourism Project based on demonstrated needs as well as more informal assessments of cultural tourism needs across the state. In 1997 and 1998, HCTPNC held statewide conferences that brought together over 475 people from across North Carolina and throughout the South to discuss the good, the bad and the future of heritage tourism. HCTPNC coordinated with the Center for the Study of the American South, the Conservation Trust for North Carolina, TravelSouth USA, and the American Association of Museums to hold a major conference on heritage tourism at the University of North Carolina at Chapel Hill, January 13-17 1997. "Heritage Tourism for North Carolina and the South: Community Preservation, Promotion and Progress," drew a diverse mixture of people from arts, history, preservation, tourism, natural resources, and other organizations who generally do not attend conferences together. One critical focus of the conference was dialogue between and among representatives of the diverse professions in attendance. Participants reported that among the obstacles to cultural and heritage tourism development were: lack of funding, lack of appropriate leadership, lack of political and community awareness, support or commitment, too much top-down decision making, and different stakeholder agendas. Among the many cited by participants for cultural tourism, were: the empowerment of local citizens, education of elected officials and community leaders as to the benefits of heritage tourism, inclusion of diverse groups in all heritage tourism efforts, and partnerships and cooperation between neighboring communities.

Goals and objectives of the 1000/100 Pilot Project

The long-term goals of the 1000/100 Project will be (1) to create mutually beneficial working relationships between all 265 North Carolina Museum Council member organizations and other cultural and community organizations, and (2) to develop and enhance cultural tourism in North Carolina, especially throughout the state's rural regions. The project will accomplish this by creating a regionally adaptable model training program that will expand the role of museums as leaders in community-driven cultural and heritage tourism. Specific objectives of the Project will be:

Objective 1: Provide participants with the necessary skills, knowledge and information resources to develop and market heritage and cultural tourism in their communities.

Implementation:

- a) Each year, the 1000/100 Heritage and Cultural Tourism Project workshops will focus on issues and concerns specific to the targeted region of North Carolina.
- b) Both cultural tourism development and marketing will be emphasized. For example, many communities have existing important heritage and cultural tourism assets (museums and historic sites, in particular) but need to increase their ability to target appropriate markets or new markets, and to develop strong marketing plans.
- c) The program will incorporate case studies of successful heritage and cultural tourism development and marketing efforts within North Carolina (and other states) that have important applications for this region.

- d) Museum professionals will collaborate with other community organization professionals to develop and/or market a regional heritage or cultural tourism project as a practical example. The programming will include:

Session 1: Creating a heritage and cultural tourism vision and mission;

Session 2: Developing community involvement and support for heritage and cultural tourism through diverse partnerships;

Session 3: Developing partnerships for successful heritage tourism,

Session 4: Fundraising for heritage and cultural tourism projects,

Session 5: Marketing heritage and cultural tourism sites, natural resources and cultural organizations in partnership with local tourism marketing entities,

Session 6: Preservation, protection, and documentation, and addressing integrity and authenticity issues in cultural tourism;

Session 7: Interpreting heritage for visitors, developing visitor services and readiness; tracking visitorship

Session 8: Evaluation assessment and criteria.

Objective 2: Create opportunities for museum practitioners to network across disciplines and geopolitical boundaries to create collaborations with other museum and arts organizations, historic sites, community colleges, community development organizations, and natural and other resources within the targeted region.

Implementation:

NCMC, HCTPNC and YPLP designed a series of regional workshops that will meet one to two days per month over the course of eight months. The workshops will rotate throughout each region to address the following issues.

- a) Other organizations developing cultural tourism in the state (HandMade in America, for example) have demonstrated the need for communities to work across geopolitical boundaries such as counties in order to develop better marketing and avail themselves of increased resources. Regional workshops will provide participants opportunities to learn what other organizations in the region are doing, and help them develop collaborations across the region.
- b) Each region includes both rural and urban counties, with a mixture of some of the state's poorest counties and middle- and upper-income counties. The Partnership believes it is critical for these counties to share resources through collaborative partnerships, particularly among the rural and urban counties.
- c) Working regionally creates increased opportunities for regional corporate and private businesses to realize the value of heritage and cultural tourism for their community, and encourages them to sponsor future local and regional initiatives.

This program will be a model program that will expand to serve the rest of the state during Years II and III.

Project Details

Because North Carolina is a large state with 100 counties, the first two years* of the training program will consist of two sets of eight workshops beginning November 2002 through June

2003 that will be rotated among different NC Museums Council member sites within the 11-county region. The two sets of workshops will run back-to-back during the same week; each month, workshop providers will teach one class on one day and then a second class in the opposite end of the region the next day. This allows optimal class size, and more efficient use of scheduling for both workshop providers as well as the external evaluator. It also allows us to maximize use of funds by requiring, in most instances, only one overnight stay for workshop providers and workshop organizers. Recognizing that attendance at these workshops may create a burden on understaffed organizations, and that participants may have very minimal travel resources, workshops will be intensive one- and/or two-day workshops, one per month, and will be located within a two-hour drive for all participants. Host sites will include museums, historic sites and other NCMC member organizations with appropriately sized conference rooms, as well as access for the disabled. NCMC and the partner organizations believe that rotating the workshops throughout the geographic region will (1) highlight the significance of these sites to both participants and corporate and private sponsors as important heritage and cultural tourism resources in their region; (2) provide opportunities for participants and site staff to collaborate on future projects, (3) provide equitable travel responsibilities to the workshops for the participants, and (4) provide sponsorship opportunities for area businesses and corporations.

The project workshops will be targeted toward individuals selected for demonstrated leadership in arts, historic sites, museums, natural resources, community development, tourism development, and other appropriate community organizations. In addition, the class of participants will be chosen to represent the region's ethnic diversity, and cultural and heritage organizational diversity. To encourage broader corporate and private support for heritage and cultural tourism, and to help instill in the private sector an understanding of heritage and cultural tourism as an important investment in regional economies and quality of life, NCMC and its partners will seek corporate and private sector donations. As of this date, the project has successfully garnered funding commitments from the North Carolina Arts Council, Progress Energy Corporate Foundation, and Z. Smith Reynolds Foundation for approximately twenty percent of the first-year project costs.

Workshop providers will include national leaders of model projects, such as HandMade in America, and leaders in other regional heritage and cultural tourism initiatives, heritage and cultural tourism marketing professionals from state agencies, universities, museums, community colleges, and nonprofits. Participants will be provided with Heritage and Cultural Tourism Workbooks, produced by HCTPNC and NCMC. HCTPNC and NCMC are currently working to develop these manuals and the 1000/100 Heritage and Cultural Tourism Project will provide an excellent opportunity to test these manuals with professionals working in the community organizations.

The goal will be to expand the 1000/100 Leadership Training program across all regions of the state during Year 2 and Year 3. Each region will have two classes (three in the western part of the state) of 65 to 75 participants, resulting in over 1000 trained and networked leaders across all 100 counties within a three-year period.

Plan of Implementation and Timeline

Year I (2002-2003)

Phase One (August 2002-November 2002) will be spent establishing regional steering committees, soliciting corporate and local sponsors, creating workshop materials, completing organization of workshop providers and space providers, and soliciting nominations and selection of participants. In addition, the Project will host a special

Cultural Tourism track at the NCMC annual conference in November of 2002. The conference will serve as a kick-off for the first set of workshops.

Phase Two (December 2002-July 2003) will pilot the first set of workshops, conduct formative evaluations, fine-tuning workshops according to evaluation data.

**The third year will feature three back-to-back workshops due to the size and difficulty of travel in the western region of the state.*

Phase Three (July 2003-August 2003) will be spent conducting a summative evaluation, preparing project reports, and disseminating initial results at national and state conferences. The project coordinator and regional steering committee will report on the status of specific new cultural tourism projects developed in the region as a result of workshop collaborations.

Year II (2003-2004)

Phase One (August 2003-November 2003) will expand the model program to the eastern region with two back-to-back workshops. NCMC and HCTPNC will develop regional steering committees, plan with local regional museum partners, create region-specific workshop materials, organize workshop providers and space providers, solicit nominations and selection of Year II participants. A report of the results of Year I workshops will be presented at the NCMC annual conference.

Phase Two (December 2003-July 2004) will implement the second and third sets of workshops run concurrently in two regions of the eastern half of the state. External evaluator will conduct formative evaluations, and NCMC and partners will fine-tune workshops according to evaluation data. NCMC and partners will continue dissemination of Project 1000/100 results at national and state conferences

Phase Three (July 2004-August 2004) will be spent conducting a summative evaluation and preparing project reports. Steering committees in both Year I and Year II sites will continue to report on the development of new cultural tourism projects as a result of the Project.

Year III (2004-2005)

Phase One (August 2004-November 2004) will expand the 1000/100 Project into Western North Carolina. NCMC and HCTPNC will develop new regional steering committees, plan with local regional museum partners to provide workshop space and services, prepare specific workshop materials, develop local sponsors and funding, and select Year III participants. A second report on the Year II results of the project will be presented at the Annual NCMC conference.

Phase Two (December 2004-July 2005) will implement the final set of three workshops, conducting formative evaluations during the workshops, and make adjustments to workshops according to formative evaluation data. NCMC and partners will disseminate information and results of the model at state and national conferences.

Phase Three (July 2005-August 2005) will provide summative evaluation, preparation of final project reports, dissemination of Project results at national conferences, (AAM) publication of articles and Workshop Handbook featuring best practices.

MANAGEMENT PLAN

The North Carolina Museums Council, the Yadkin Pee Dee Lakes Project, and the Heritage and Cultural Tourism Partnership of North Carolina will manage the project jointly. Dr. Nancy Gottovi, Executive Director of Heritage and Cultural Tourism Partnership of NC will serve as the Project Director and will lead the management team. The team will hire a full-time project coordinator, whose responsibility will be to coordinate the many partner relations and communications, organize workshops, develop workshop, public relations, and communications materials, represent the Project 1000/100 to communities across the state, and provide the oversight to assure alignment and smooth operations of all the related program and activity elements. The project coordinator will work closely with Dr. Nancy Gottovi, in the day-to-day activities of the project. The Coordinator will have an office at HCTPNC for the benefit of day-to-day supervision, and will report and receive general direction from Dr. Gottovi. The project coordinator will also help identify new regional steering committee members and sponsors and will assist in the preparation of reports and post-project articles and conference papers. NCMC will be the fiscal agent but because NCMC is an all-volunteer organization with no paid staff, NCMC will subcontract with HCTPNC staff for grant fund administration.

Other key personnel on the project include Mr. Richard G. Wescott, President of the North Carolina Museums Council, Mr. Robert Neil Fulghum, Vice President of the North Carolina Museums Council, and Ms. Ann Liebenstein-Bass, Executive Director of the Yadkin Pee Dee Lakes Project. All have extensive experience in museums and/or community development, and a wealth of project management experience. Mr. Wescott and Mr. Fulghum will organize and coordinate NCMC conference activities relating to the project, as well as NCMC website commitment, and facilitate partnerships with NCMC museums at the local level. Ms. Liebenstein-Bass will host regional meetings, keep track of local progress and provide consultative assistance as the project expands across the state. All project personnel have the support of strong, knowledgeable boards of directors with breadth and depth of museum and community development expertise.

BUDGET

The budget narrative and detailed budget layout the costs of implementing this project, including the specific workshops implementation and evaluation, and also the entire costs of developing a model of regional partnerships necessary to develop cultural tourism statewide. Funds will be used primarily for the project director (50% of salary) and the project coordinator (100% of salary), workshop providers' honoraria, external evaluation services and for travel. North Carolina is a large state, with 78,000 miles of highways and a distance of 9 hours by car from one end of the state to the other. As geographic distance is one of the challenges to working regionally, travel costs are key elements to the success of the project. Further budget information is available in the budget documents.

PERSONNEL

The leadership team for the 1000/100 project brings together an impressive group of professionals with expertise in museums, cultural tourism, and community development. **Nancy Gottovi** is a cultural anthropologist who has specialized in cultural tourism research, and the role of crafts-based rural economic development in the rural southern United States, Japan and Korea. Dr. Gottovi was the project director for the North Carolina Pottery Museum and is

also an Adjunct Assistant Professor in Anthropology at North Carolina State University and Adjunct Assistant Professor of Anthropology and Museum Studies at the University of North Carolina at Charlotte. Dr. Gottovi's professional background also includes nonprofit management, educational policy research, and technical assistance and program evaluation. She was a 1995 Fellow of the NC Rural Center's Rural Economic Development Leadership Institute.

Ann Liebenstein Bass has over 20 years of experience nationally and internationally in community revitalization. She has worked on many projects requiring regional and organizational cooperation, including guiding sustainable development efforts in the Czech Republic. Ms. Liebenstein-Bass worked with Project for Public Spaces, a private, nonprofit organization in New York that used programming, design and management of public places to attract new investment and address social and economic issues in neighborhoods and downtowns across the country. She has also worked in parks and recreation at the municipal and state levels. She mastered planned state parks in North Dakota, planned long distance recreational trails in Minnesota and managed capital improvements for city parks, medians and public art works in Worcester, Massachusetts.

R. Neil Fulghum, Vice President of the North Carolina Museums Council, is Director of the North Carolina Collection Gallery of the University of North Carolina at Chapel Hill and has nearly thirty years of museum experience. He has most recently worked on UNC Chapel Hill's online database, "Documenting the American South."

Richard G. Wescott is President of the North Carolina Museums Council and is chief Curator at the Raleigh City Museum. Mr. Wescott has over twenty years of professional museum experience, and has avidly worked to create partnerships between the museum and civic groups and develop the City Museum's involvement in community projects.

PROJECT EVALUATION

An external evaluator will conduct both formative and summative evaluation studies of the project's activities and outcomes (See appendices for relevant biographies and resume). Dr. Tanya M. Suarez is President of Suarez & Associates, a firm providing research and evaluation services to education, human services and other national, community and state programs. Currently Suarez & Associates has contracts to conduct the evaluation of programs conducted by the North Carolina School of Science and Mathematics and 7 North Carolina school districts, the U.S. Department of Labor, and the University of North Carolina at Wilmington. Dr. Suarez has a doctorate in evaluation from Western Michigan University where she was a Fellow in The Evaluation Center. She has 30 years of experience as an evaluator of education, human services and other local and state programs. The evaluation will be designed to determine the accomplishment of the project's three, main objectives. Surveys will be administered to determine the quality of the individual sessions for formative feedback for future sessions. A culminating survey will be administered to determine participants' opinions of the eight-session program and the work that they are beginning in their communities and regions. Follow-up telephone surveys will be conducted six months after the last session to identify new cultural tourism projects that have resulted from the training.

Specific questions addressed in the evaluations will be linked to the goals of the training program which include:

- Quality and appropriateness of the trainers and the programs

- Evidence that attendees learned specific skills and knowledge that will enhance heritage and cultural tourism development and marketing efforts in their communities (what are those skills and knowledge?)
- The skills and knowledge about heritage and cultural tourism that are the most needed.
- Evidence that the attendees increased their knowledge of heritage and cultural tourism assets in the region, and developed a network of partners for potential marketing and development collaborations
- Evidence that attendees learned how to "cross borders" into other disciplines or geopolitical areas to increase networking opportunities for improving the region's heritage and cultural tourism potential
- Evidence of development of new cultural tourism projects as a result of the training and networking.

DISSEMINATION

We plan to disseminate information and results from this project in several ways. First, we will present results of the project each November at the annual North Carolina Museums Council conference. In the second and third years of the conference, a panel of project alumni will present and discuss their ongoing museum- community cultural tourism projects. The project team and project coordinator will also submit a panel proposal to the annual AAM conference as well. Second, workshop materials, specifically the workshop handbooks, will be available from HCTPNC for minimal copying and shipping costs. Third, information about the project's progress will be available through the upgraded NCMC website. Fourth, the project team and project coordinator will co-author articles for submission to appropriate journals.

SUSTAINABILITY

The key to the success of the 1000/100 Project is the development of long-term community partnership projects. The partnerships developed between museums and local community organizations will have far reaching implications for the development of quality heritage and cultural tourism products across the state. The North Carolina Museum Council will demonstrate through the Project 1000/100 project an enduring commitment to long-term partnerships between North Carolina's museums and the varied constituents of their host communities.

¹ Cultural travelers spend \$ 690 per trip versus \$457 per trip for all US travelers TIA 2002)

² "From Strategy to Success: A final report on the White House conference on travel and tourism. Published by Travel Industry of America. (1998)

³ <http://www.nasaa-arts.org/artworks/partners.shtml>

⁴ Anson County ranks 88th in tourism economic impact, Montgomery is 80th, Stanly is 51st, Richmond is 59th, and Rockingham is 50th. Tourism jobs per county range from 100 in Montgomery County to 59th in Rockingham County.

